

PROPOSAL FOR
PROFESSIONAL SERVICES

NEEDS ASSESSMENT

SNOWFLAKE LODGE REPLACEMENT



Photo Credit: Diamond Peak Facebook Page



MAIN CONTACT:

Claire Humber

Director of Resort Planning

802-233-3067 | chumber@segroup.com

ADDRESS:

2180 South 1300 East

Suite 430

Salt Lake City, UT 84106



CONTENTS

- 1. CONSULTING FIRM GENERAL INFORMATION2
- 2. KEY PERSONNEL QUALIFICATIONS.....4
- 3. PROJECT EXPERIENCE 12
- 4. PAST PERFORMANCE 26
- 5. CLIENT REFERENCES 28
- 6. CURRENT WORKLOAD 29
- 7. MISC. SUBMITTAL REQUIREMENTS 36



February 27, 2025

Bree Walters
District Project Manager
Incline Village General Improvement District (IVGID)

Re: Diamond Peak – Snowflake Lodge Needs Assessment

SE Group is pleased to present this proposed Scope of Work (SOW) related to advancing the Snowflake Lodge, and associated projects, at Diamond Peak. This process will rely upon collaboration with key stakeholders, as identified by IVGID management and the Board of Trustees. It will leverage data acquired within SE Group's 2015 Master Plan for Diamond Peak, which included capacity studies, a benchmark assessment, and financial modeling, as well as other analyses and recommendations.

SE Group is uniquely qualified to complete this strategic planning exercise:

- We understand the multi-faceted challenges you face in your decision process and have the expertise to address each of these challenges. As respected leaders and "knowledge brokers," we have an unprecedented depth and breadth of experience in the ski industry.
- We have significant experience working with areas throughout North America that are similar in size and scope to Diamond Peak—be they smaller operations, adjacent to significant recreation and/or tourism assets, treasured by the local community, and/or owned by a committed group of community-minded shareholders. We are familiar with the unique challenges—and opportunities—that arise from these specific situations and operational models. A significant portion of our planning work relates to skiing facilities that are community and municipally owned.
- We have history with Diamond Peak. We know the place, understand the context, and appreciate the complexity. While much has changed in the world since our master planning work in 2015, during which time the SE Group team has expanded our experience and expertise within the realm of mountain-oriented guest services and more broadly outdoor recreation, we will begin this process with a useful familiarity. We will hit the ground running!

This process will include four (4) tasks:

1. **Space Use Programming:** The identification of two space use programming opportunities for the new Snowflake Lodge facility: 1) the "optimal" scenario; and 2) the "minimal" scenario.
2. **Capital Expenditure Analysis:** An examination of the capital costs required to execute both scenarios, including the new Snowflake Lodge facility and related projects.
3. **Financial Modeling:** This will have two components.
 - **Benchmark Assessment:** The identification of economic strengths and weaknesses of the current operation, which will provide comparative data to inform financial modeling assumptions connected to potential revenue generation of the new lodge.
 - **Pro-Forma:** Revenue potential and expenses will be projected for both scenarios.
4. **Community and Stakeholder Collaboration:** This will have two components.
 - **Stakeholder Collaboration:** Engagement with key stakeholders will occur at critical junctures in each of the preceding three (3) tasks, in the form of virtual meetings with IVGID, the Board of Trustees, and the GM.
 - **Community Engagement:** SE Group will participate in a "Community Open House," at which we will present our Needs Assessment process and answer questions. It is our understanding that the current GM and Board of Trustees will also engage the community as needed at other key junctures throughout the project.

This work will culminate in a document containing information that is foundational to the architectural design process, as well as financial modeling that will accompany the recommendations outlined for both scenarios.

Sincerely,
SE Group

A handwritten signature in black ink, appearing to read 'CHumber'.

Claire Humber
Director of Resort Planning
802-233-3067 | chumber@segroup.com

A handwritten signature in black ink, appearing to read 'cmcshea'.

Carolyn McShea
Associate Resort Planner
720-308-4058 | cmcshea@segroup.com

1. CONSULTING FIRM GENERAL INFORMATION

1a. Firm Information

SE GROUP **LEADERS IN** **SKI RESORT PLANNING &** **LODGE DEVELOPMENT**

For over 65 years, SE Group has been at the forefront of ski resort planning, guest services enhancement, and financial sustainability for mountain destinations. As the first consulting firm dedicated to ski area planning and operations, we have shaped the evolution of ski areas into thriving, guest-centric environments that balance operational efficiency, financial viability, and exceptional visitor experience.

At Diamond Peak and Incline Village, our history is more than just planning—it's partnership. We understand the site, the guest experience, the operational model, and the financial realities that shape this project. With our direct experience developing the 2015 Master Plan and our recent Phase 1 Needs Assessment for Snowflake Lodge, SE Group is uniquely positioned to advance this next phase seamlessly.

Firm Name	Sno.Engineering Inc. d/b/a SE Group
Address	2180 South 1300 East Suite 430 Salt Lake City UT 84106
Year Established	1958
Firm Ownership	C-Corp
NV License #	in process
Total Personnel	68

Company Principals		
George Schmidt	CFO	gschmidt@segroup.com
Kent Sharp	CEO / President	ksharp@segroup.com
Chris Cushing	Chairman	ccushing@segroup.com
Claire Humber	Director, Resort Planning	chumber@segroup.com
Mark Kane	Director, Communities	mkane@segroup.com
Pete Williams	Director, Mountain Planning	pwilliams@segroup.com
Travis Beck	Director, Public Lands & Mountain Resorts	tbeck@segroup.com
Adam Portz	Director, Landscape Architecture	aportz@segroup.com

1b. Firm Organizational Chart

We work in three primary markets: Mountain Resorts, Communities, and Public Lands.

The history of our company is rooted in the mountain resorts industry, and it continues to be a primary focus of the company as one of our three main market areas. We also serve communities that are shaped by recreation, visitation, and tourism, are adjacent to public lands, and have a strong sense of place tied to landscape.

Additionally, we do planning, permitting and design work within public lands – local, state, and federal, helping clients navigate environmental policy and regulatory compliance, interagency coordination and facilitation, stakeholder engagement, forest health and climate adaptation.

Our evolution beyond mountain resorts has broadened our perspective and understanding of the larger context and value of outdoor recreation and greatly enhances the depth and breadth of the expertise we bring to our mountain resort clients.

There are four interconnected areas of focus within our Mountain Resorts Work:

- Business Operations & Strategy
- Mountain Systems & Multi-Season Recreation
- Resort Development & Hospitality
- Environmental Planning & Permitting

MOUNTAIN RESORTS							
BUSINESS AND OPERATIONS STRATEGY		MOUNTAIN SYSTEMS & MULTI-SEASON RECREATION		RESORT DEVELOPMENT & HOSPITALITY		ENVIRONMENTAL PLANNING & PERMITTING	
Claire Humber Director	Kent Sharp President	Chris Cushing Director	Kristen Carey Senior Associate	Adam Portz Director	Chris Keil Senior Associate	Scott Prior Senior Associate	
Carolyn McShea Associate		Pete Williams Director	David Chodounsky Associate	Beau Doucette Associate	Jake Ferreira Associate	Adam Young Associate	Melanie McKenzie Associate
		Anita Manitus Associate	Olivia Jean Hyypa Associate			Tucker Gordon Associate	
Amelia Chandler		Max Hefner Eli Frandsen	Josee Stetich Carol Jackson	Riley Dockendorff Hallie Miller	Tess Tanner	Sarah Deweerd Belle Crocco	

Key Snowflake Lodge Team

The SE Group team for the Snowflake Lodge Replacement is led by industry experts in business and operations strategy, mountain planning, and guest services design. This core leadership group will guide the project, make strategic recommendations, and direct additional team members as needed to ensure a comprehensive and well-informed process.

While our key team will provide direct oversight and project leadership, we will also consult with other specialists within SE Group’s Mountain Resorts team, bringing in additional expertise as necessary to ensure the project benefits from our full breadth of knowledge and experience. Resumes of key personnel are found in the following section.



KENT SHARP
PRESIDENT/CEO
Project Role: Project Lead, Capital Expenditure Analysis, Financial Modeling, Community/Stakeholder Collaboration



CAROLYN MCSHEA
ASSOCIATE PLANNER
Project Role: Project Management, Space Use Programming, Capital Expenditure Analysis, Financial Modeling, Community/Stakeholder Collaboration



CLAIRE HUMBER, FASLA
DIRECTOR OF RESORT PLANNING
Project Role: Space Use Programming, Capital Expenditure Analysis, Financial Modeling



CHRIS CUSHING
PRINCIPAL, MOUNTAIN PLANNING
Project Role: Mountain Planning (lift and terrain interface)

2. KEY PERSONNEL QUALIFICATIONS

2a. Resumes

CLAIRE HUMBER, PLA, FASLA

Director, Resort Planning



AREAS OF EXPERTISE

- Visioning
- Strategic Planning
- Resort Land Use Planning
- Guest Services Facilities Programming
- Multi-Season Recreation Planning

PROFESSIONAL MEMBERSHIPS

- American Society of Landscape Architects

APPOINTMENTS

- American Society of Landscape Architects Council of Fellows, 2022
- Urban Land Institute, Recreation Development Council, 2011 – Present
- Vermont Climate Change Economy Council, 2015 – 2019
- Vermont Climate Economy Action Team, 2016 – 2020

YEARS AT SE GROUP 35

PROJECT ROLE:

Space Use Programming,
Capital Expenditure Analysis,
Financial Modeling

Claire helps resort operators and developers conceive, plan, and bring to life ski and mountain resorts that balance customer delight and loyalty, distinctiveness, operational efficiency, and cost-effectiveness. She combines systems thinking, wide-ranging experience, an abiding commitment to the ski industry, and expertise in creating focus and consensus to help clients make the most of what's in place today, while building for a future that's likely to be significantly different from the past.

EXPERIENCE

Claire has been with SE Group for over 30 years and has led both large and small resort projects throughout Canada and the United States, Scandinavia, Iceland, Korea and Japan. This breadth of experience and expertise allows her to understand the interconnectedness and specifics of a wide range of topics—ranging from development trends to multi-season operations to guest services and branding.

Claire is a sought-after speaker and writer. She has spoken at the National Ski Areas Association and Urban Land Institute conferences and meetings. She publishes often in Ski Area Management magazine and has spoken at every SAM Summer Op's Camp conference since its inception in 2012.

Claire has a Bachelor of Landscape Architecture from the University of Guelph in Ontario, Canada.

2b. Project Roles & Similar Scope to Snowflake Lodge

Claire's expertise in strategic planning, guest services facilities programming, and resort planning brings valuable insight to the Snowflake Lodge Replacement project. With a deep understanding of how guest experience, operational efficiency, and strategic vision intersect, she helps ski areas develop facilities that are not only functional and financially sustainable but also enhance brand identity and long-term viability. Her ability to balance customer expectations, operational realities, and future growth opportunities ensures that the new Snowflake Lodge is designed for both immediate success and long-term adaptability.

The following projects represent Claire's extensive experience in guiding ski areas through successful lodge and guest service facility development. While all demonstrate her expertise in resort planning, highlighted projects specifically align with the scale and objectives of Snowflake Lodge, showcasing her direct experience in comparable scopes of work.

PROJECTS

* Projects Most Relevant to Snowflake Lodge Replacement Project

DOMESTIC

- Alyeska Resort Master Plan Update, Alaska
- Arizona Snowbowl Multi-Season Recreation Plan, Arizona
- **Aspen Ski Company Guest Services Strategy, Colorado***
- **Beaver Mountain Base Area Envisioning, Utah***
- **Blue Mountain Resort Master Plan, Pennsylvania***
- Bogus Basin Strategic Business Plan and Implementation Strategy, Idaho*
- **Bristol Mountain Guest Services Master Plan, New York***
- **Cranmore Mountain Resort Base Area Master Plan, New Hampshire***
- **Dartmouth Skiway Mountain and Base Area Planning, New Hampshire***
- Denton Hills Multi-Season Recreation Feasibility Study and Master Plan, Pennsylvania
- **Diamond Peak Multi-Season Recreation Master Plan, Nevada***
- Eaglecrest Multi-Season Recreation Master Plan, Alaska
- Giants Ridge Multi-Season Recreation Master Plan, Minnesota
- **Gunstock Recreation Area Land Use and Recreation Planning, New Hampshire***
- Hickory Hills Recreation Area Master Plan, Michigan
- Howelsen Hill Multi-Season Recreation Concept, Colorado
- **Hyland Ski and Snowboard Area Strategic Business Plan, Minnesota***
- **Jiminy Peak Guest Services Master Plan, Massachusetts***
- Killington Resort Master Plan, Vermont
- **Loon Mountain Multi-Season Recreation Plan and South Mountain Real Estate Master Plan, New Hampshire***
- Marshall Mountain Multi-Season Master Plan, Montana
- Mount Bohemia Resort Master Plan, Michigan
- Mount Snow Resort Master Plan, Vermont
- **Omni Mount Washington Resort Master Plan, New Hampshire***
- Quechee Lakes Long-Range Mountain Community Plan, Vermont
- Saddleback Resort Master Plan, Maine
- Sugarbush Resort Master Plan, Vermont
- **Sundance Resort Master Plan, Utah***
- **Spirit Mountain Strategic Consulting, Minnesota***
- **Stowe Mountain Resort Spruce Peak Village Master Plan and Multi-Season Recreation Plan, Vermont***
- Sun Valley Resort Long-Range Comprehensive Plan, Idaho
- Tamarack Resort Guest Services Program, Idaho
- Taos Ski Valley Multi-Season Recreation Planning, New Mexico
- Teton Village Comparative Analysis and Retail/Commercial Positioning Strategy, Wyoming
- Town of Silverthorne Parks, Open Space and Trails Plan, Colorado
- Valdez Year-round Mountain Recreation Study, Alaska
- Waterville Valley Resort Village Development Plan, New Hampshire
- **Windham Mountain Base Area Master Plan, New York***
- **Whiteface Legacy Lodge (Mid-station) Programming, New York***
- **Wintergreen Resort Real Estate Development Plan, Virginia**

INTERNATIONAL

- **Blue Mountain Resort Learning Center Concept Plan, Ontario, Canada***
- Cairngorm Ski Area Feasibility Assessment and Strategic Plan, Scotland
- **Craigleith Ski Club Base Area Master Plan, Ontario, Canada***
- Hemavan Tarnaby Resort Master Plan, Sweden
- Hlidarfjall Multi-Season Master Plan, Iceland
- Husavik Conceptual Master Plan, Iceland
- Isafjodur Multi-Season Master Plan, Iceland
- Joetsu Kokusai Resort Master Plan, Japan
- Lake Songhua Multi-Season Recreation Plan, China
- Marble Mountain Multi-Season Strategic Business Plan, Newfoundland
- Norefjell Resort Master Plan, Norway
- **Poley Mountain Multi-Season Strategic Business Plan and Existing Conditions Assessment, New Brunswick***
- **Red Mountain Guest Services Programming, British Columbia***
- Riksgården Conceptual Development Plan, Sweden

SELECT PUBLICATION & PRESENTATIONS

- ***The State of Summer Operations***, Contributor, Ski Area Management Magazine, January 2025
- ***Creating and Defining the Summer Experience***, Presenter, Ski Areas of New York tradeshow, 2024
- ***Defining Summer Success***, Co-Author, Ski Area Management Magazine, November 2023
- ***Community Resort Planning: Tools and Trends to Inform Real Estate Strategy***, Co-Presenter, Urban Land Institute's Recreation Development Council Fall Meeting, 2023
- ***What Defines Success***, Presenter, Ski Area Management Summer Op's Camp, 2023
- ***Investing in Retention of Interest***, Author, Ski Area Management Magazine, May 2023
- ***By Popular Demand***, Author, Ski Area Management Magazine, March 2022
- ***Unpack Your Assumptions***, Co-Author, Ski Area Management Magazine, November 2021
- ***Post-pandemic Planning: A Primer for Moving Forward***, Presenter, Ski Area Management The Huddle, 2020-2021
- ***Buckle Up!*** Presenter, Ski Area Management The Huddle, 2020-2021
- ***Moving Forward***, Co-Author, Ski Area Management, July 2020
- ***Summer Ops 2.0: The Adventure Continues***, Co-Author, Ski Area Management Magazine, January 2019
- ***Summer Ops 2.0: The Adventure Continues***, Presenter, Ski Area Management Summer Op's Camp, 2018
- ***Preparing for Change: Planning for an Unknown Future***, Presenter, National Ski Areas Association National Convention, 2018
- ***Attracting and Engaging Four Generations: Strategies for the Entire Family***, Presenter, National Ski Areas Association National Convention, 2017
- ***If I Knew Then what I Know Now: Sage Advice and Cautionary Tales from the Front Line***, Presenter, Ski Area Management Summer Op's Camp, 2017

CHRIS CUSHING

Principal, Mountain System Design Service Area Leader



AREAS OF EXPERTISE

- Strategic Planning
- Site Feasibility and Operations Analysis
- Ski Area Planning & Design
- Project Implementation

APPOINTMENTS

- Wasatch Mountain Accord, Recreation System Group
- Central Wasatch Commission, Mountain Transportation System Technical Advisor

YEARS AT SE GROUP 40

PROJECT ROLE:

Mountain Planning (lift and terrain interface)

Chris leads our global resort planning practice in all aspects of our mountain planning and design services—working with uncharted terrain, developing mountain plans, and overseeing construction. Chris understands the business of mountain resorts at a deep level and is expert at creating seamless physical and operational interface between the on-mountain facilities, base area guest service facilities and four-season resort developments around the world. Known for his attention to detail, understanding of mountain terrain and systems, and ability to quickly size up situations and devise solutions, Chris’ expertise and passion for the mountains helps developers and operators to create and refine their operations, and maximize both customer enjoyment and operational effectiveness.

EXPERIENCE

Chris has been with SE Group for over 35 years and has worked on and led projects throughout North and South America, China, Europe, Iceland, Japan, South Korea, Turkey and Australasia.

He has been recognized by Winter Sports Technology International magazine as one of “the world’s most respected ski area experts” and a leading expert in global resort design. Many of his ski area projects have received design awards, including Deer Valley, Utah and Steamboat Ski Resort, Colorado. With his broad expertise and global experience, Chris has lectured extensively on mountain planning to audiences ranging from the US Forest Service to the National Ski Areas Association national convention.

Chris has a Bachelor of Science in Civil Engineering from the University of Vermont.

2.b Project Roles & Similar Scope to Snowflake Lodge

With 40 years of experience in mountain planning, Chris has played a pivotal role in shaping ski area infrastructure and guest services worldwide. His expertise in integrating on-mountain facilities with the surrounding lift and trail network directly aligns with the objectives of the Snowflake Lodge Replacement project. Throughout his career, Chris has developed comprehensive mountain plans that optimize skier circulation, enhance guest experiences, and ensure operational efficiency—all of which are critical to this project.

The following project list reflect Chris’s extensive experience in mountain planning, each demonstrating the same level of strategic thinking, technical expertise, and operational insight he will bring to Snowflake Lodge. While varying in scope and location, all projects share the core goal of creating seamless, high-functioning resort environments that enhance guest experience and financial sustainability.

PROJECTS

DOMESTIC

- Alyeska Resort Mountain and Resort Area Master Plan, Alaska
- Arapahoe Basin Mountain Master Development Plan, Colorado
- Aspen Mountain Master Development Plan, Lift planning and design services, Colorado
- Beaver Mountain Base Area Envisioning, Utah
- Breckenridge Ski Area Master Development Plan, Colorado
- Bridger Bowl Mountain Master Development Plan, Montana
- Copper Mountain Resort Master Plan, Colorado
- Crazy Mountain Ranch Snowcat Skiing Feasibility Study, Wyoming
- Deer Valley – Mayflower Expansion Master Plan, Village Interface, Construction Documents, Construction Administration, Field Layout; Utah
- Deer Valley East Village Ski-in/Ski-out Trail Design, Layout and Construction Documents, Utah
- Deer Valley Resort Mountain Planning and Design Services, Utah
- Diamond Peak Ski Resort, Nevada
- Grand Targhee Resort Mountain and Village Master Plans, Wyoming
- Jackson Hole Mountain Resort Master Development Plan, Wyoming
- Killington Resort Master Plan and ongoing planning services, Vermont
- Loon Mountain Ski Area Master Plan and mountain planning and design, New Hampshire
- Mammoth Mountain Master Development Plan, California
- Mt. Rose Master Plan, NV
- Northstar-at-Tahoe Resort Master Plan, California
- Okemo Mountain Resort Master Plan, Vermont
- Park City Mountain Resort Mountain Planning and Design Services, Utah
- Schweitzer Mountain Resort Mountain Planning and Design Services, Idaho
- Snowbird Resort Mountain Planning and Design Services, Utah
- Snowmass Ski Area Master Plan, Colorado
- Squaw Valley | Alpine Meadows Mountain Planning and Design, California
- Steamboat Ski and Resort Corporation Master Development Plan, Colorado
- Stowe Mountain Resort Mountain Master Plan, Vermont
- Sugarbush Resort Master Development Plan, Vermont
- Taos Ski Valley Mountain Planning and Design Services, New Mexico
- Timberline Resort Mt. Hood Master Development Plan and Base Area Design Services, Oregon
- Utah Olympic Park Mountain Planning and Design Services, Utah
- Wasatch Peaks Resort Private Ski Area Design and Layout, Utah
- Whiteface Mid-station Lifts and Terrain, New York

INTERNATIONAL

- 2011 Universiade Games Master Planning, Turkey
- Baqueira Resort Upgrade and Expansion Plan, Spain
- Beidahu Resort Master Plan, China
- Blue Mountain Village and Ski Area Master Plan, Canada
- CITICPE Chengde Ski Area Master Plan + Construction Documents, China
- Garibaldi at Squamish Resort Master Plan, B.C. Canada
- Hlíðarfjall Ski Area Master Plan, Iceland
- Lake Louise Ski Area Development Evaluation, Alberta, Canada
- Luneng CBS Ski Area Master Plan and Construction Documents, China
- Luneng CBS Ski Area Master Plan and Construction Documents, China
- New Mountain Resort Development Project Feasibility Study, Hokkaido Japan
- Pago Pago Aerial Tramway Feasibility Study, American Samoa
- Pailacura Mountain Resort Feasibility Study, Argentina
- PingTian Resort Master Plan, China
- Revelstoke Mountain Resort Master Development Plan, British Columbia
- Rusutsu Resort Ski Area Master Plan, Expansion Planning and Design, Japan
- Sahoro Resort Ski Area Master Plan, Japan
- Valteguay Preliminary Site Evaluation, Chile
- Whistler Mountain Ski Area Expansion Development Plan, British Columbia

KENT SHARP

President/CEO

Director of Strategic Business Planning



AREAS OF EXPERTISE

- Strategic and Environmental Analysis for Mountain Resorts
- Master Planning and Permitting
- Financial/Business Management Consulting and Analysis
- Regulatory Compliance

AFFILIATIONS

- Vistage International: The World's Largest Forum for CEOs and Leadership, 2008 – Present

APPOINTMENTS

- National Ski Areas Association, Board of Directors, 2018–present
- Summit Climbing Gym, Board President, 2014–2019
- Team Breckenridge Sports Club, USSA Alpine Racing, Board Vice President, 2011–2014

YEARS AT SE GROUP 31

PROJECT ROLE:

Project Lead, Capital Expenditure Analysis, Financial Modeling, Community/Stakeholder Collaboration

Kent helps mountain resort operators and land management agencies navigate the complex, often highly challenging, NEPA and environmental permitting processes. He combines decades of regulatory expertise; the ability to be able to see several steps ahead and anticipate issues early in the planning process; and a deep understanding of the operational and strategic challenges faced by ski area operators. In addition, Kent assists clients with strategic planning and opportunity evaluation in areas such as master planning and financial/business optimization analyses.

EXPERIENCE

Kent has been with SE Group since 1996, and prior to that, spent eight years as a Ski Area Permit Administrator for the US Forest Service and several seasons in a variety of mountain resort operations positions.

In addition to his work in domestic environmental permitting, Kent has managed several projects which led to the development of new international resorts in Turkey and Azerbaijan. Kent is a sought-after speaker and has addressed organizations such as CLE International, the National Ski Areas Association, the US Forest Service and other industry organizations.

Kent has a Bachelor of Arts in Economics, Business Administration and Finance from the University of Colorado.

2b. Project Roles & Similar Scope to Snowflake Lodge

Kent's extensive experience in strategic planning, financial/business management consulting and analysis, and regulatory navigation makes him a key asset to the Snowflake Lodge Replacement project. His deep understanding of resort operations, and market-driven development ensures that lodge and guest service investments align with both financial sustainability and long-term resort vision. Kent's expertise in environmental permitting and land use regulations further supports the complexities of developing mid-mountain facilities within sensitive alpine environments.

The following projects showcase Kent's breadth of experience in guiding ski areas through strategic growth and facility development. While all projects reflect his expertise in resort planning, highlighted projects specifically align with the scale and objectives of the Snowflake Lodge Replacement, demonstrating his direct experience in comparable scopes of work.

PROJECTS

* Projects Most Relevant to Snowflake Lodge Replacement Project

- 2011 Universiade Games Master Planning, Turkey
- Arizona Snowbowl 2018 Master Development Plan and 2006 Facilities Improvements Plan EIS, Arizona
- Arapahoe Basin, Colorado
All ongoing planning and entitlement processes for three decades
- **Arapahoe Basin Mountain Master Development Plan, Colorado***
- Aspen Skiing Company
ongoing planning and entitlement processes for three decades
- Bresovica Mountain Resort – Government of Kosovo – PPP Tender preparation and Operator Selection, Kosovo
- Breckenridge Ski Resort, Colorado
All ongoing planning and entitlement processes for three decades
- **Cairngorm Ski Area Feasibility Assessment and Strategic Plan, Scotland***
- Cannonsburg Ski Area – Ownership Transfer Due Diligence, Michigan
- **Copper Mountain Resort, Colorado***
All ongoing planning and entitlement processes for three decades
- Deer Valley Resort Mountain Planning and Design Services, Utah
Deer Valley – Mayflower Expansion Master Plan, Village Interface, Construction Documents, Construction Administration, Field Layout; Utah
- **Diamond Peak Ski Area Multi-Season Recreation Master Plan and Plan Financial Proforma, Nevada***
- Eaglecrest Multi-Season Recreation Master Plan, Alaska
- **Giants Ridge Multi-Season Recreation Master Plan, Minnesota***
- **Gunstock Recreation Area Land Use and Recreation Planning, New Hampshire***
- **Hyland Ski and Snowboard Area Strategic Business Plan, Minnesota***
- Grand Targhee Resort 2016 and 2018 Master Development Plans, Wyoming
- Jackson Hole Mountain Resort Guided Backcountry Skiing, Wyoming
- Mammoth Mountain Master Development Plan, California
- **Marble Mountain Multi-Season Strategic Business Plan, Newfoundland***
- Mt. Hood Meadows – Master planning and Federal entitlements, Oregon
- Mt. Rose Ski Tahoe*
All ongoing planning and entitlement processes for three decades
- Northern Pass Transmission Line Project EIS, New Hampshire
- Pago Pago Aerial Tramway Feasibility Study, American Samoa
- Palisades Tahoe | Alpine Meadows Mountain Planning and Design, California
- Palisades Tahoe | Alpine Meadows Base-to-Base Gondola Connection EIS/EIR, California
- **Poley Mountain Multi-Season Strategic Business Plan and Existing Conditions Assessment, New Brunswick***
- Quebele Resort Azerbaijan – Development of new mountain resort
- **Saddleback Resort Master Plan, Ownership Transfer Due Diligence, Maine***
- **Sundance Resort Master Plan, Utah***
- **Spirit Mountain Strategic Management and Business Consulting, Minnesota***
- Snowmass Ski Area Master Plan, Colorado
- Steamboat Ski and Resort Corporation Master Development Plan, Colorado
- **Sun Valley Resort Long-Range Comprehensive Plan, Idaho***
- Taos Ski Valley 2009 and 2018 Master Development Plans, 2010 EIS and 2024 EA, New Mexico
- Timberline/Mt. Hood – Master planning and Federal entitlements, Oregon
- Town of Breckenridge Transit Gondola Financial/Physical Feasibility Study, Colorado
- Town of Frisco Peninsula Recreation Area Planning and Financial Evaluation, Colorado
- Valdez Year-round Mountain Recreation Study, Alaska

CAROLYN MCSHEA

Associate Resort Planner



AREAS OF EXPERTISE

- Strategic Business Planning
- Multi-Season Recreation Planning
- Conceptual Master Planning
- Space Use Analysis

YEARS AT SE GROUP 3

PROJECT ROLE:

Project Management,
Space Use Programming,
Capital Expenditure Analysis,
Financial Modeling, Community/
Stakeholder Collaboration

Carolyn's holistic approach to strategic planning positions her as a crucial member of the SE Group team, where she leverages expertise to identify challenges across seasons and anticipate long-term trends. Her understanding of market dynamics, brand identity, and customer profiles ensures that each client's unique circumstances are met with specific, actionable recommendations.

EXPERIENCE

With a broad array of aptitudes, Carolyn's areas of expertise include Strategic Business Planning, where she executes and manages data-driven analyses to establish clear business objectives for clients. Her core competencies further encompasses Multi-Season Recreation Planning, to facilitate the transformation of single-season businesses to year-round revenue-generating operations; Conceptual Master Planning, to unlock creativity and define long-term goals; and Space Use Analysis, to identify guest service and parking/transportation requirements for resort-wide balance. Her diverse specialties highlight her enthusiasm for novelty and challenge, and they are complemented by her strong organizational and communication skills.

Carolyn holds a Bachelor's degree from Dartmouth College, where she was a Rockefeller Leadership Fellow and governing member of the Dartmouth Outing Club.

2b. Project Roles & Similar Scope to Snowflake Lodge

As Project Manager for the Snowflake Lodge Replacement, Carolyn will oversee the seamless execution of this project, ensuring alignment between strategic objectives, operational needs, and guest experience. Her expertise in space use analysis, master planning, and business strategy enables her to lead projects that optimize facility design, guest circulation, and long-term financial sustainability. With a keen ability to anticipate challenges and balance stakeholder priorities, Carolyn ensures that every phase of the project—from initial planning to final recommendations—is both visionary and implementable.

The following projects showcase Carolyn's leadership in guiding ski resort developments. While all reflect her expertise the highlighted projects specifically align with the scale and objectives of Snowflake Lodge, demonstrating her experience with facility optimization, operational enhancements, and resort-wide integration.

PROJECTS

* Projects Most Relevant to Snowflake Lodge Replacement Project

- Attitash Summer Activation Planning, New Hampshire
- Blackfeet Nation Tourism Corridor Plan, Montana
- Giants Ridge Master Plan Update, Minnesota
- Copper Mountain Resort Master Development Plan, Colorado
- Crescent Hill at Hitchcock Master Plan, Iowa
- **Killington Resort Business Planning, Vermont***
- Saddleback Master Plan, Maine
- **Sleepy Hollow Sports Park Strategic Business Plan, Iowa***
- Husavik Conceptual Master Plan, Iceland
- **Poley Mountain Strategic Business Plan, New Brunswick***
- Hilltop Master Plan, Alaska
- Alyeska Master Plan Update, Alaska
- Granby Ranch Vision Book, Colorado
- **Spirit Mountain Strategic Business Plan Update, Duluth, Minnesota***
- **Marble Mountain Multi-Season Strategic Business Plan, Newfoundland, Canada***
- Pago Pago Sky Tram Feasibility Study, American Samoa
- Giant's Ridge Mountain Ops Assessment, Biwabik, Minnesota
- Minturn Community Plan, Minturn, Colorado
- **Arctic Valley Master Plan, Eagle River, Alaska***
- Brian Head Master Development Plan, Brian Head, Utah
- **Sugarbush Master Development Plan, Warren, Vermont***
- Gunstock Master Plan, Gilford, New Hampshire
- Garibaldi at Squamish Master Plan, British Columbia, Canada
- Georgian Peaks Master Plan, Ontario, Canada
- Bear Valley Vision Book, Bear Valley, California
- Breckenridge Lift Planning, Breckenridge, Colorado

3. PROJECT EXPERIENCE

GUEST SERVICES

SE Group works with ski areas and mountain resorts of all shapes and sizes that are looking to create a unique and memorable guest service experience while complementing the natural features of an area. Our work anticipates the needs of the guest so that they can focus on having fun, rather than on figuring out where to go and how to get there.

Our expertise extends from establishing the big picture vision and business strategies, determining spatial requirements and optimal building layout that create pleasant environments for guests and efficient service venues for the operating team, and creating plans that unify the indoor/outdoor experience and celebrates the natural landscape and “place” in a meaningful way. We often collaborate (and sometimes advise) with architects to develop the details of the look, function, and feel of guest service facilities – both inside and out.

Our services include:

Resort & Base Area Planning

- Comprehensive guest services master planning
- Base area and village planning
- Multi-season resort strategy

Guest Flow & Operational Efficiency

- Wayfinding and circulation planning & design
- Arrival and parking strategy
- Queue and ticketing system optimization

Lodge & Facility Planning

- Ski lodge and hospitality consulting
- Food & beverage venue planning
- Rental and retail space optimization

Experience-Driven Design

- Guest services facility programming
- Indoor/outdoor integration
- Mid-mountain and lodge facility planning

Financial & Feasibility Analysis

- Capital expenditure and phasing strategy
- Revenue and business model optimization
- Sustainable, long-term cost analysis





UNITED STATES

Rosebrook Lodge, Omni Mt Washington/Bretton Woods NH

Winters Creek Lodge, Mt Rose NV

Legacy Lodge, Whiteface NY

Aerie, Copper Mountain CO

Marge's Cabin, Beaver Mountain UT

Base Camp & Adventure Center, Stowe VT

Lincoln Peak, Sugarbush VT

Carinthia, Mt. Snow VT

Dartmouth Skiway, Lyme NH

Windham Mountain NY

Cranmore Mountain Resort NH

Jiminy Peak MA

Bristol Mountain NY

Mt. Coolidge Center, Loon NH

Blue Mountain PA

Hyland Hills Ski Area MN

Sundance Mountain Resort UT

Crested Butte Mountain Resort CO

Bogus Basin ID

Keystone Ski Resort CO

Jackson Hole Mountain Resort WY

CANADA

Craigleith Ski Club ON

Le Massif QC

Boler Mountain ON

Red Mountain BC



3a. Select Similar Work

The following project examples have been chosen because of their relevance to the Snowflake Lodge scope of work: guest services facilities featuring F&B venues, recently constructed, and SE Group’s engagement began during the critical “pre-design” tasks of establishing the correct siting, space use programming, and necessary upgrading of adjacent lifts and/or terrain.

KEY SERVICES/ FEATURES			
Space Use Programming	Capital Expenditures Analysis	Lift Terrain Interface	Stakeholder Engagement
FEATURED PROJECTS			
Rosebrook Lodge, Omni Mt Washington/Bretton Woods NH	●	●	●
Winters Creek Lodge, Mt Rose NV	●	●	●
Legacy Lodge, Whiteface NY	●	●	●
Aerie, Copper Mountain CO	●	●	●
Marge’s Cabin, Beaver Mountain UT	●	●	●
ADDITIONAL RELEVANT WORK			
Spruce Peak Base Camp & Adventure Center, Stowe VT	●	●	●
Lincoln Peak, Sugarbush VT	●	●	●
Carinthia, Mt. Snow VT	●	●	●
Dartmouth Skiway, Lyme NH	●	●	●
Windham Mountain NY	●	●	●
Cranmore Mountain Resort NH	●	●	●
Jiminy Peak MA	●	●	
Bristol Mountain NY	●	●	
Mt. Coolidge Center, Loon NH	●	●	
Blue Mountain PA	●	●	●
Hyland Hills Ski Area MN	●	●	●
Sundance Mountain Resort UT	●	●	●
Crested Butte Mountain Resort CO	●	●	●
Bogus Basin ID	●	●	●
Keystone Ski Resort CO	●	●	●
Jackson Hole Mountain Resort WY	●	●	
Quarry Road Trails, Waterville ME	●	●	●
Craigleith Ski Club ON	●	●	●
Le Massif QC	●	●	
Boler Mountain ON	●	●	●
Red Mountain BC	●	●	



ROSEBROOK LODGE

Bretton Woods, New Hampshire

A new four season on-mountain lodge is being designed for the Omni Bretton Woods ski area and Washington Resort. This new 16,500-square foot lodge will serve as a special event venue and destination dining experience for the Mt. Washington Hotel guest, Bretton Woods' guests and presidential range destination visitors. Located near the top of mountain, and accessed via the resort's new gondola, the lodge will include a coffee bar and fine-dining bistro on the main floor with the top floor dedicated to hosting special events and the winter season skiers looking for on mountain dining and après ski. The lodge's materials of timber, steel, stone and glass compliment the region's rugged natural beauty. The mountain's topography and skier traffic patterns informed the design and massing of the building into a "knife blade" form that sits comfortably in the mountain.

Client Reference:

Chris Ellms, Director
99 Ski Area Road, Bretton Woods NH 03575
603.278.3301
cellms@omnihotels.com

Key Collaborators:

Bull Stockwell Allen (architecture)

Completion Date:

Resort Master Plan: 2016
On-Mountain Restaurant Phase 1: 2017
**Lodge was constructed in 2020*

Project Budget:

Resort Master Plan: \$77,500
On-Mountain Restaurant Phase 1: \$76,000



WINTERS CREEK LODGE

Mt. Rose, Nevada

Perched dramatically on a plateau overlooking the City of Reno, the Winters Creek Lodge offers unparalleled views. Simple, modern architectural design provides a counterpoint to typical park themed western resort architecture. The design goal was to represent Mt Rose moving forward into the future, not copying past architectural themes.

Drought tolerant landscape materials and boulders, unearthed on-site, frame the skier plaza and blend the built landscape into the natural terrain.

Client Reference:

Kurt Buser, President
22222 Mt. Rose Hwy, Reno NV
775.849.0704
kb@skirose.com

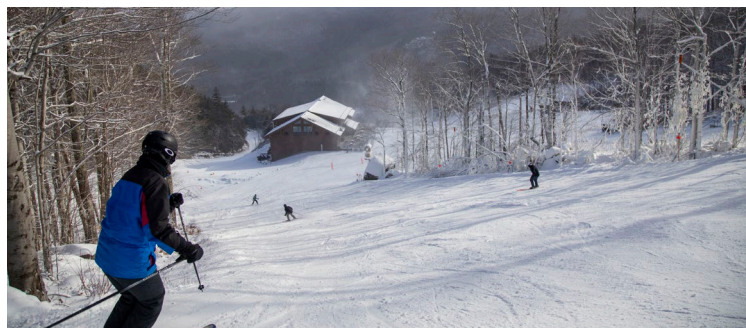
Key Collaborators:

Bull Stockwell Allen (architecture)

Completion Date:

Mt Rose Base Land Planning: 2010
**Lodge was constructed in 2011*

Project Budget: \$43,736



WHITEFACE MID-STATION LODGE

Whiteface Mountain, New York

The Mid-Station lodge has been a cherished on-mountain destination for decades. After a tragic fire, Whiteface Mountain actively engaged a team to re-imagine Mid-Station and look toward the future. Six months later, Whiteface was under construction with a forward-thinking lodge that integrates access for all ability levels to and from, connects to the main base area and bear den, and delivers a new perspective on views from the mid-mountain location. The traditional mountain architecture supports the Whiteface brand as an iconic mountain destination in the East and sets the mark for elevated guest services for years to come.

Client Reference:

Aaron Kellett, General Manager
5021 Route 86, Wilmington NY 12997
518.946.2223
akellett@whiteface.com

Key Collaborators:

AES Northeast (architecture)

Completion Date:

Whiteface Mountain - Midstation Program: 2019

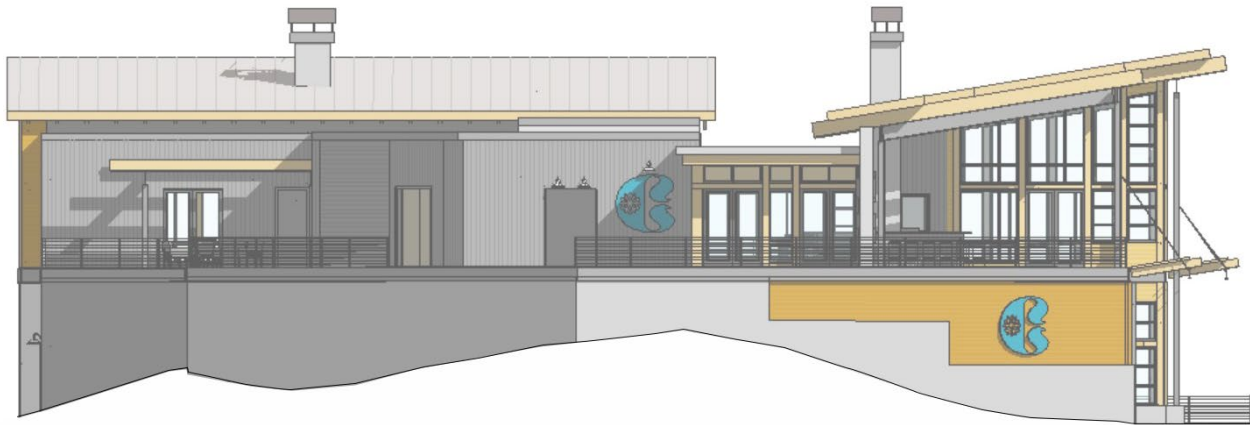
Whiteface Mountain - Midstation Lifts and Terrain: 2019

**Lodge was constructed in 2020*

Project Budget:

Whiteface Mountain - Midstation Program: \$32,500

Whiteface Mountain - Midstation Lifts and Terrain: \$43,000



COPPER MOUNTAIN AERIE

Copper Mountain, Colorado

SE Group has been working with Copper Mountain Resort to provide a re-envisioned on-mountain experience at the existing Solitude Station, which provides basic guest and food services. The existing facility currently sits downhill of the American Eagle chairlift's top terminal/station. As part of updating the mountain's Master Development Plan, SE Group developed the initial space programming recommendations for the new facility (named Aerie). Additionally, SE Group's ski area SE Group's ski area planning facilitated the recent replacement of the American Eagle chairlift, an important out-of-base lift, with a realigned "Telemix" (combined chair and gondola). This lift is planned to connect directly to a relocated and redesigned Solitude Station. The interfaced American Eagle "Telemix" and Aerie balance skier needs with enhanced accessibility to other resort guests, while creating an appealing, efficient and thoughtful year-round facility that is congruent with the existing on-mountain infrastructure of Copper Mountain Resort.

Additionally, Aerie will maximize solar exposure, mountain views, and provide easy access to the creation of a new early season beginner teaching area.

Client Reference:

Bull Stockwell Allen Architects
John Ashworth, Principal

300 Montgomery St., Suite 600
San Francisco, CA 94104
415.281.4720

jashworth@bsaarchitects.com

Key Collaborators:

Bull Stockwell Allen (architecture)

Completion Date:

Copper Mountain Master Plan: 2010

Copper Mountain Planning Requests: 2012

**Lodge was constructed in 2023*

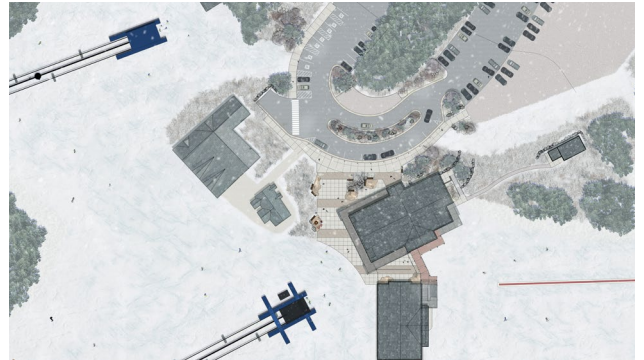
Project Budget:

Copper Mountain Master Plan: \$77,565 Copper
Mountain Planning Requests: \$32,000



MARGE'S CABIN BEAVER MOUNTAIN SKI RESORT

Utah



SE Group, in collaboration with BSA Architects and Cache Landmark Civil Engineering, developed landscape designs and construction documents for a new base lodge plaza, drop-off area, and renovated parking lots. This first phase of the Comprehensive Plan includes future demolition of Marge's Cabin and expansion of the base lodge for improved ADA access, guest services, rentals, and ski school facilities.

The design features flagstone seating areas, a fire pit, and an improved snowfront plaza with flush entry for easier lift access and streamlined maintenance. Low-maintenance plantings frame the arrival area, maintaining an intimate scale, while lighting enhances safety for night skiing. The plaza integrates seamlessly with future development.

SE Group led the project from conceptual design through permitting and construction documentation, ensuring smooth execution and high-quality landscape elements. This redevelopment enhances the resort's functionality, accessibility, and overall guest experience.

Client Reference:

Bull Stockwell Allen Architects
John Ashworth, Principal

300 Montgomery St., Suite 600
San Francisco, CA 94104

415.281.4720

jashworth@bsaarchitects.com

Key Collaborators:

Bull Stockwell Allen (architecture)

Completion Date:

Beaver Mountain Base Area Envisioning: 2020

Beaver Mountain Base Area: 2022

**Currently under construction*

Project Budget:

Beaver Mountain Base Area Envisioning: \$10,000

Beaver Mountain Base Area: \$129,500

COMMUNITY/NON-PROFIT OWNED & OPERATED SKI AREAS

SE Group assists non-profit and municipally-owned ski and recreation areas through every stage of development and growth—from resurrecting defunct alpine operations that now provide accessible recreation and immeasurable benefits to their communities to planning for new and expanded multi-season operations, in keeping with the community's vision. We work off the ski hill as well, recently completing an award-winning plan for 7,000 acres outside Laramie, Wyoming where balancing recreation and conservation, different user groups, and many stakeholders was imperative. Our core mission is to help public and private partners find unique and sustainable opportunities to provide meaningful outdoor recreational experiences.



CRUCIBLES FOR YEAR-ROUND RECREATION

Throughout the United States, community ski hills have long been a source of civic pride and a cherished part of the local recreation experience. They function as gathering spaces, event hubs, and provide an opportunity to embrace winter months—becoming integral to community identity.

Community ski areas play a decidedly unique role within the recreational spectrum as many transition into robust, year-round recreation facilities. They support indoor and outdoor programming, function as venues for community and family gatherings, and often play a major role in supporting cost-recovery efforts for the managing recreation department. They often draw the attention of visitors—sometimes creating new opportunities—but also some challenges.

SE Group's team is uniquely skilled to help communities navigate the growth and evolution of these important assets. We approach our work by engaging communities to identify the needs and values of diverse user groups, solidify their vision and create plans and designs to guide the process. We do this with an in-depth understanding of multi-season recreation, how each community is different in its balance between local and visitor needs, and how to preserve the historic spirit of a skill hill while allowing it to sustainably serve the diverse and changing needs of its host community.



CLIENTS

Gunstock Mountain Resort, NH
Spirit Mountain Recreation Area, MN
Big Rock Ski Area, ME
Crescent Hill at Hitchcock, IA
Quarry Road , ME
Sleepy Hollow Sport Park, IA
Cannonsburg, MI
Hickory Hills Ski Area, MI
Cuchara Mountain Park, CO
Antelope Butte Ski Area, WY
Arctic Valley, AK
Bogus Basin Mountain Recreation Area, ID
Giants Ridge Golf & Ski Resort, MN
Eaglecrest Ski Area, AK

Boler Mountain, ON
Bridger Bowl Ski Area, MT
Ski Cooper, CO
Craigleith Ski Club, ON
Mt. Spokane Ski Area, WA
Denton Hills, PA
Diamond Peak Ski Resort, NV
Georgian Peaks Club, ON
Howelsen Hill Ski Area, CO
Hyland Ski and Snowboard Area, MN
Loup Loup Ski Area, WA
Marble Mountain, NF
Mt. Ashland, OR
Soldier Mountain Ski Area , ID
Winter Park Resort, CO

STRATEGIC BUSINESS PLANNING

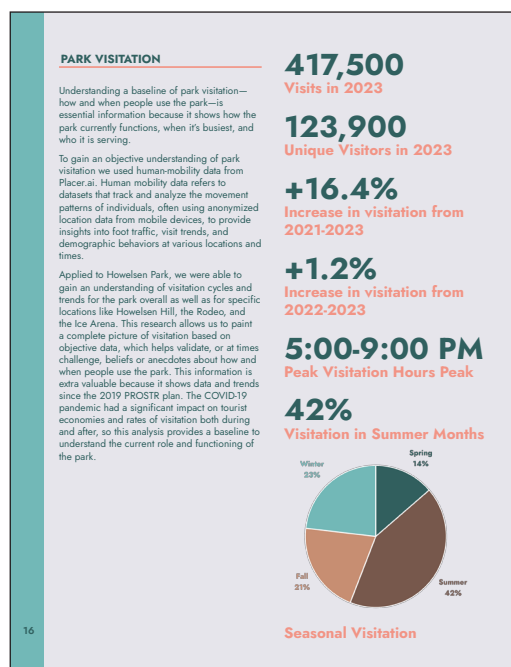
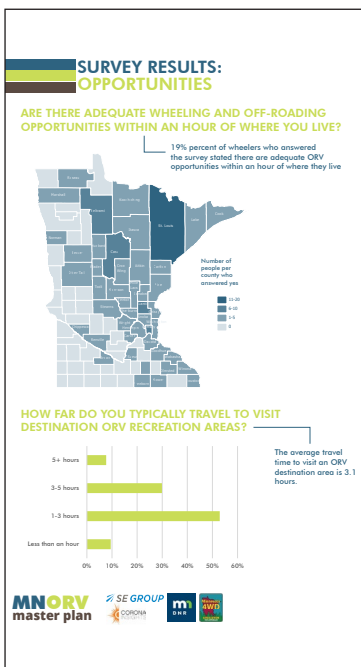
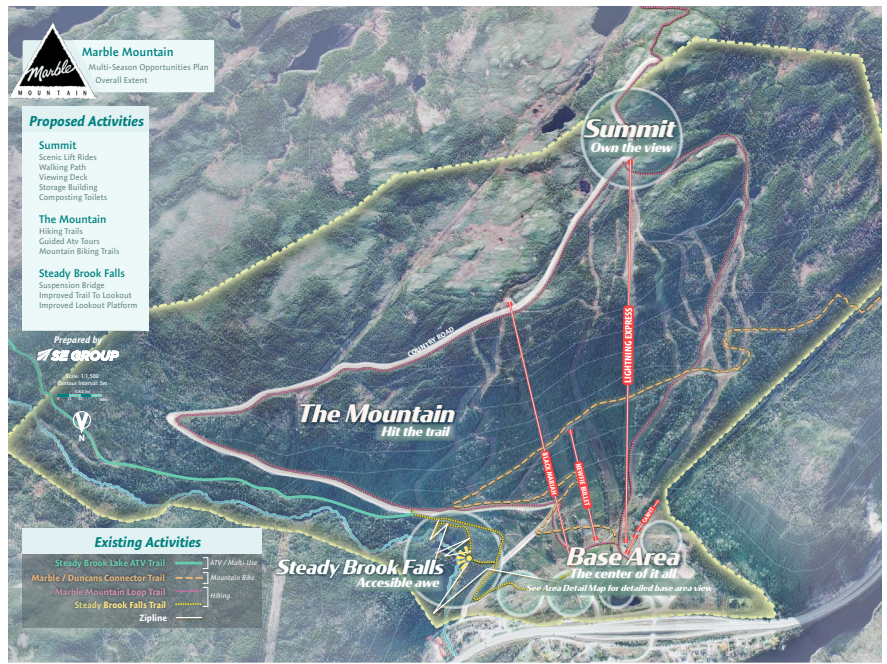
SE Group's strategic business planning services help recreation areas align operational goals with financial sustainability. We assess existing conditions, market demand, and user demographics to create tailored strategies that support efficient operations and long-term growth. From optimizing winter offerings to planning for year-round programming, we deliver actionable recommendations grounded in rigorous financial modeling and market analysis. Our approach ensures that ski areas thrive as both community assets and regional destinations, balancing economic viability with inclusive recreation opportunities.



CLIENTS

Spirit Mountain, Minnesota
Killington, Vermont
Diamond Peak, Nevada
Bogus Basin, Idaho
Cannonsburg, Michigan
Gunstock New Hampshire
Hilltop, Alaska
Arctic Valley, Alaska
Grand Targhee, Wyoming
Eaglecrest Ski Area, Alaska
Hickory Hills, Michigan
Loup Loup, Washington
Blue Mountain, Pennsylvania
Boler Mountain, Ontario, Canada
Mount Agassiz, Manitoba, Canada
Poley Mountain, New Brunswick Canada
Marble Mountain, Newfoundland, Canada
Cairngorm Mountain, Scotland
Saddleback, Maine
Red River, New Mexico
Giants Ridge, Minnesota
Crescent Hill at Hitchcock, Iowa
Sleepy Hollow, Iowa





3b. State of Nevada & Lake Tahoe Basin Experience

SE Group has a strong history of planning, design, and environmental consulting for mountain resorts and recreation areas across Nevada and the greater Lake Tahoe region. Our work in the state spans ski area master planning, facility development, guest services optimization, and environmental compliance, ensuring that projects align with both operational needs and regulatory requirements.

Diamond Peak Ski Resort – Incline Village, NV

SE Group developed a strategic master plan for Diamond Peak, emphasizing the replacement of the Snowflake Lodge and associated on-mountain improvements, and including supporting financial modeling to clarify the potential of these projects.



The Pass to Black Rock – Henderson, NV

SE Group is conducting a feasibility assessment for a proposed on-mountain restaurant, lift-served bike park and multi-use recreation area, focusing on visitor use patterns and community engagement to align recreational offerings with local needs.



Mt. Rose Ski Tahoe – Lake Tahoe, NV

In addition to the Winter's Creek Lodge, SE Group routinely provides master planning, environmental planning and analysis and design for Mt. Rose, including projects related to The Chutes, the future Atoma beginner area, and base lodge and village concepts that enhance the visitor experience and align with the high-desert landscape near Lake Tahoe and Reno.



North Yuba Landscape Resilience Project Tahoe National Forest, CA

SE Group supports NEPA compliance for a 275,000-acre forest health and wildfire resilience initiative, facilitating the environmental review process and preparing critical technical reports.



3c. Key Personnel Involvement

REFERENCE PROJECT	DIAMOND PEAK TEAM MEMBER INVOLVEMENT
ROSEBROOK LODGE, OMNI MT WASHINGTON/ BRETTON WOODS NH	Claire Humber Chris Cushing
LEGACY LODGE, WHITEFACE NY	Claire Humber Chris Cushing
WINTERS CREEK LODGE, MT ROSE NV	Chris Cushing Kent Sharp
AERIE, COPPER MOUNTAIN CO	Chris Cushing Kent Sharp
MARGE’S CABIN, BEAVER MOUNTAIN UT	Claire Humber Chris Cushing

4. PAST PERFORMANCE



ROSEBROOK LODGE

Omni Mt Washington/Bretton Woods New Hampshire

The site plan and space programming for the on-mountain Rosebrook Lodge was completed as part of the 2016 Resort Master Plan. SE Group continued with a leadership role on the project implementation team, providing master planning and mountain design consulting, as well as detailed landscape architectural design. **The lodge was constructed in 2018.**

2016 Omni Mount Washington Resort Master Plan

Cost Performance: Contract Amount: \$77,500 Invoiced Amount: \$77,500

Schedule Performance: On Time and On Budget

2017 Omni-Bretton Woods Phase 1 Projects (On-Mountain Restaurant)

Cost Performance: Contract Amount: \$76,036 Invoiced Amount: \$76,072

Schedule Performance: On Time and On Budget



LEGACY LODGE

Whiteface Mountain New York

The site plan and space programming for the mid-mountain Legacy Lodge was completed as part of a larger implementation project team (Midstation Program). SE Group also provided mountain design services for the lifts and terrain that surround the lodge site (Midstation Lifts and Terrain). **The Lodge was constructed in 2020.**

2019 Whiteface Mountain - Midstation Program

Cost Performance: Contract Amount: \$32,500 Invoiced Amount: \$28,648

Schedule Performance: On Time and **UNDER** Budget

2019 Whiteface Mountain - Midstation Lifts & Terrain

Cost Performance: Contract Amount: \$43,000 Invoiced Amount: \$31,170

Schedule Performance: On Time and **UNDER** Budget



WINTER'S CREEK LODGE Mt. Rose | Ski Tahoe Nevada

The site plan and space programming for the Winters Creek Lodge (located in the Winters Creek base area) was completed as part of the Base Land Planning work. **The lodge was constructed in 2011.**

2010 Mt. Rose Base Land Planning

Cost Performance: Contract Amount: \$43,736 Invoiced Amount: \$43,736

Schedule Performance: On Time and On Budget



AERIE Copper Mountain Colorado

The location and space programming for the Aerie (at that point called Solitude Station) was completed as part of the Master Plan. More detailed site planning and space programming refinements were undertaken during the Solitude Site Planning project. **The lodge was constructed in 2023.**

2010 Copper Mountain Master Plan

Cost Performance: Contract Amount: \$77,565 Invoiced Amount: \$77,565

Schedule Performance: On Time and On Budget

2012 Copper Mountain Planning Requests - Solitude Site Planning

Cost Performance: Contract Amount: \$32,000 Invoiced Amount: \$32,000

Schedule Performance: On Time and On Budget



MARGE'S CABIN Beaver Mountain Utah

The conceptual site plan and space programming for Marge's Cabin, the new base lodge at Beaver Mountain, was developed as part of the initial Base Area Envisioning project. SE Group remained part of the project team through implementation, providing additional site planning, space programming, and landscape architectural design. **The lodge is currently under construction.**

2020 Beaver Mountain Base Area Envisioning

Cost Performance: Contract Amount: \$10,000 Invoiced Amount: \$10,000

Schedule Performance: On Time and On Budget

2022 Beaver Mountain Base Area

Cost Performance: Contract Amount: \$129,500 Invoiced Amount: \$98,570

Schedule Performance: On Time and **UNDER** Budget

5. CLIENT REFERENCES

CLIENT	CONTACT INFO
OMNI MT. WASHINGTON/ BRETTON WOODS, NEW HAMPSHIRE Chris Elms	603.278.3301 cellms@omnihotels.com
MT. ROSE SKI, NEVADA Kurt Buser President	775.849.0704 kb@skirose.com
WHITEFACE MOUNTAIN, NEW YORK Aaron Kellett General Manager	518.946.2223 akellett@whiteface.com
BULL STOCKWELL ALLEN ARCHITECTS John Ashworth Principal	415.281.4720 jashworth@bsaarchitects.com

6. CURRENT WORKLOAD



SE Group is actively engaged in a diverse portfolio of ski area and mountain resort planning projects across North America. We prioritize client confidentiality and do not publicly disclose contract values or project details, as we recognize that discretion and professionalism are fundamental in the ski industry. Collectively, the Mountain Resorts team bills approximately \$500,000 a month in professional fees.

Despite our ongoing work, SE Group has the capacity, expertise, and dedicated team resources to fully support the Snowflake Lodge Replacement project. We carefully manage our workload to ensure that each project receives the attention it deserves, and we are fully prepared to prioritize and execute this engagement efficiently should we be selected. Our extensive experience with ski resort operations, guest services, and facility planning allows us to seamlessly integrate this project into our workflow, ensuring timely delivery, thoughtful solutions, and a high level of client service.



SCOPE OF WORK

TASK 1. SPACE USE PROGRAMMING

SE Group's 2015 Master Plan for Diamond Peak included several projects connected to improving the winter operation. Key among these projects was rebuilding the Snowflake Lodge. As noted in the 2015 Master Plan:

"The Snowflake Lodge is a much beloved destination for the Diamond Peak community. The site is tremendous, affording unprecedented views of Lake Tahoe, and has the added bonus of being close and accessible from the base. The existing building is small and is in need of modernization. In addition, the capacity analysis of the existing winter operations identified a resort-wide seating deficit, which was particularly pronounced at the Snowflake location."

To address the existing operational deficits, the 2015 Master Plan recommended that the new Snowflake Lodge facility be 8,500 square feet, including space for 225 indoor seats and 225 outdoor seats.

In Task 1, SE Group will revisit these recommendations with key stakeholders. The outcome of this task will be revised space use programming recommendations for two acceptable scenarios: 1) the "optimal" scenario; and 2) the "minimal" scenario. Both scenarios will be oriented toward Diamond Peak's winter/ski needs.

Note: both the "optimal" and "minimal" scenarios are anticipated to be larger than the current Snowflake Lodge, as it is SE Group's understanding from our master planning analysis in 2015 that the current facility does not adequately meet Diamond Peak's guest service needs. The complexion of these two scenarios will be discussed with and confirmed by key stakeholders prior to proceeding with our analysis.

TASK 2. CAPITAL EXPENDITURE ANALYSIS

To support the new Snowflake Lodge, and to improve winter operations more broadly, the 2015 Master Plan recommended the “connected” initiatives of upgrading the Lakeview Lift and the Ridge Run trail to improve skier egress and vehicular access. This task includes the updating of projected capital expenditures for rebuilding the Snowflake Lodge and executing these “connected” initiatives.

2.a The Snowflake Lodge

Using the space use programming recommendations identified in Task 1 (and informed by the Benchmark Assessment in Task 3), SE Group will project capital expenditures for rebuilding the Snowflake Lodge under the “optimal” and “minimal” space use programming scenarios. Exploring this range of programming will allow for a thorough cost/benefit analysis of different sizes and types of F&B venues that may be offered in the lodge, and provide valuable insight to the decision-making process. This process will include procuring updated “per square foot” construction costs, which must be calibrated to the unique site features and construction climate of the broader area. To maximize accuracy, SE Group will look to key stakeholders with connections to local construction companies to inform these cost projections.

This SOW does not include the updating of architectural materials related to the Snowflake Lodge reconstruction. Design work should be undertaken in a separate scope and informed by the space use programming requirements identified in this exercise.



Photo Credit: Diamond Peak Facebook Page

2.b The Lakeview Lift

The existing Lakeview Lift has several limitations, including its low capacity and inability to transport guests down the mountain. The 2015 Master Plan identified that the Lakeview Lift should be upgraded in concert with the rebuilding of the Snowflake Lodge. This upgrading is required for three purposes:

1. To enable uphill and downhill transport of pedestrians so that it may provide “non-ski” access to the upgraded Snowflake Lodge;
2. To enable uphill and downhill transport of materials to the new Snowflake Lodge, which will require more supplies to service its increased capacity; and
3. To increase the overall capacity of the lift, which will experience increased demand when the new (larger) Snowflake Lodge is in place.

The 2015 Master Plan also noted that the existing lift was manufactured in 1995 and contributes to a “significant shortage of uphill capacity at the Lakeview and Red Fox Chairs (resulting in very low trail densities)” in its present condition.

2.c Ridge Run

The 2015 Master Plan recommended that the upper section of the Ridge Run trail “be graded to remove the steep section and improve the experience for Novice level skiers/riders. This regrading will create a true Novice access from the top of the Lakeview lift down to the base area.”

When the future Snowflake Lodge facility plays a bigger role in the resort’s overall guest services, this improved novice egress route will be crucial. Without it, beginner skiers and riders may struggle to access the base area from the new Snowflake Lodge or may avoid the facility altogether due to the existing route’s challenges.

Though learning skiers and riders represent a small proportion of Diamond Peak’s overall clientele, they often visit the resort as families. Therefore, limiting the new Snowflake Lodge’s egress to experienced skiers and riders effectively excludes a significant portion of Diamond Peak’s customer base from experiencing the facility.

Task 2 will produce estimated capital costs for rebuilding the Snowflake Lodge, upgrading the Lakeview Lift, and regrading Ridge Run.

TASK 3. FINANCIAL MODELING

This task will have 2 components: the Benchmark Assessment will support the space use programming work, as well as the pro-forma modeling.

3.a Benchmark Assessment

The 2015 Master Plan included a benchmark assessment for Diamond Peak. This 2025 benchmark assessment update will shed light on the resort's departmental and overall financial trajectories since 2015, as well as its financial performance relative to its comparable peer group within the industry. This updating of data is key to our abilities to understand and project future revenue potential for the new Snowflake Lodge, as well as provide the management team valuable data relative to the other key departments within the operation.

Some of these opportunities may require changes to operations or pricing structure, whereas others may require changes to physical space. An example of a change to physical space could include building a larger kitchen to improve F&B turnover. To ensure that these findings are captured with recommendations for space use programming, Tasks 1 and 3.a will be conducted concurrently.



Photo Credit: Diamond Peak Facebook Page

3.b Pro-Forma

Using the lodge-related capital expenditure projections calculated in Task 2, SE Group will conduct pro-forma modeling for future resort operations under the two space use programming scenarios. These models will include:

- Capital expenditures for rebuilding the Snowflake Lodge, upgrading the Lakeview Lift, and regrading Ridge Run.
- Visitation projections associated with the capital improvements, which will inform our revenue projections.
- Revenue potential that may be derived the capital improvements as well as from existing facilities/ activities: ticket sales, food & beverage, rental, retail, ski school, non-skiing winter activities.
- Operational expenditures associated with the capital improvements, as well as other recommendations resulting from the benchmark assessment. These will include labor/burden, power, fuel, insurance, cost of goods, maintenance, and general/administrative, as well as other considerations.
- Other financial considerations, such as deferred maintenance, debt service/shareholder obligations, and political considerations unique to Diamond Peak and IVGID.

These two models (the "optimal" and "minimal" Snowflake Lodge models) will evaluate the projected financial state of Diamond Peak through a pro-forma analysis. The above calculations will generate an anticipated net operating income (NOI) value for the resort, as well as return on investment (ROI) and net present value (NPV) values for the lodge-related capital investments. These models will naturally contain various assumptions, which will initially be set conservatively but can be adjusted to create different 'what-if' scenarios.

SE Group will capture our findings and recommendations in document/memo form.

TASK 4. COMMUNITY AND STAKEHOLDER COLLABORATION

SE Group understands that collaboration with key stakeholders, as identified by the Board of Trustees, is imperative to our work.

4.a Stakeholder Collaboration

Our process will include the following:

- Project initiation call, to clarify project goals, confirm schedule, and introduce team members.
- Initial space programming discussion, to identify “optimal” and “minimal” requirements for the new Snowflake Lodge facility.
- Benchmark assessment review, once an updated benchmark assessment has been prepared.
- Review of proposed space programming, to confirm recommendations for the “optimal” and “minimal” scenarios.
- Cost check-in, as SE Group updates the lodge-related capital expenditures.
- Cost review, once SE Group has completed costing updates using stakeholder guidance provided during the check-in call.
- Financial modeling check-in, as SE Group builds a 10-year pro-forma.
- Presentation of Findings (see below).
- Next steps call, to answer any lingering questions and discuss how SE Group might continue to facilitate the forward movement of these plans.

4.b Site Visit with Community Open House

SE Group will conduct a one-day site visit and hold a Community Open House to ensure transparency and encourage public engagement. The Community Open House will serve as an opportunity for community members to learn about the assessment process, review our approach through a physical presentation, and ask questions directly to the project team. We will work with the GM and IVGID Board to determine the best point in the process for this Community Open House.



Engaging Communities, Building Trust

SE Group brings a proven approach to community engagement, ensuring transparency and meaningful dialogue at every stage of the planning process. Our experience facilitating open houses demonstrates our ability to connect with stakeholders, present complex information clearly, and gather valuable input to inform decision-making.

SE GROUP THE VALUE OF EXPERIENCE.

The value of experience goes far beyond the know-how we've gained from thousands of projects. The real value is the wisdom that comes with it, and our proven ability to find opportunities in rapid and continuous change. We bring that experience to our clients and to every project.

Strategy Throughout

Strategic thinking needs to be integrated into every decision. Always ask "why" before determining the whats, the wheres and the hows.



Complexity is Inevitable. Embrace it.

It seems complicated, and it is. And if it seems simple, it's still complicated. Doing work that involves natural environments is hard. Natural and human systems are interconnected. The right solutions involve seeing, understanding, and picking apart those intricacies.



Innovation is Born of Experience.

Just because it worked before does not mean it will work in the future; but just because it's new and different doesn't mean it's the right answer, either. It takes wisdom to know what's called for.



Design Bonds People to Place.

Design elevates the human experience. Simply looking good is not enough: relationships are created by a shared experience, not Instagram moments. Small moments and gestures matter. Authenticity and uniqueness create identity: they should be celebrated.



Lasting Success is the Goal.

Success lies in considering sustainability in its broadest context: as it pertains to the environment, community, business, operations, and even design. The challenge is in striking that balance and finding compromises you can live with.



Embrace the Outside.

Helping people enjoy the outdoors – through recreation and everything associated with it – is one of the most powerful ways to build respect for the natural environment. Make it easy to access, straightforward to understand, a joy to use and a moment to remember..



The Planet is Our Home.

We recognize our role as stewards of our shared world. We confront environmental issues with clear eyes and commitment to doing our part. We promote sustainability, integrate ecological-appropriate solutions, and understand the importance of treading lightly on the land through all our work.



7. MISC. SUBMITTAL REQUIREMENTS

7a. Appendix A

SE Group acknowledges the requirement to obtain and maintain a current business license from Washoe County prior to commencing work with IVGID. If awarded this contract, SE Group will secure the necessary business license in full compliance with Sparks Municipal Code Section 5.08.020A before initiating any project activities.

BUSINESS LICENSING INFORMATION All vendors doing business within IVGID are required to obtain and maintain a current business license from Washoe County prior to commencement of work (Sparks Municipal Code Section 5.08.020A). Vendor(s) awarded a contract resulting from this bid shall be required to obtain a current business license if they do not already hold one.

Washoe County Business License Number:
Date Issued:
Date of Expiration:
Name of Licensee:
City, State, Zip Code of Licensee:
Telephone Number of Licensee:
Taxpayer Identification Number:

7b. Appendix B

**CERTIFICATION REGARDING DEBARMENT,
SUSPENSION, AND OTHER RESPONSIBILITY MATTERS
(This form to be signed and returned at the time of bid)**

The prospective bidder, Sno. Engineering, Inc. d/b/a SE Group certifies to the best of its knowledge and belief that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

I understand that a false statement on this certification may be grounds for rejection of this proposal or termination of the award. Any exceptions provided will not necessarily result in denial of award, but will be considered in determining bidder responsibility and whether or not IVGID will enter into contract with the party. For any exception noted, indicate on an attached sheet to whom it applies, initiating agency, and dates of action. Providing false information may result in criminal prosecution or administrative sanctions.

Claire Humber, Director of Resort Planning

Typed Name & Title of Authorized Representative



2/27/25

Signature of Authorized Representative

Date

I am unable to certify to the above statement. My explanation is attached.

Signature _____ Date _____